



THE PARTNERSHIP *for*
DOWNTOWN ST. LOUIS

Downtown *Next*



2020 Vision For Downtown St. Louis

Contents

Welcome to Downtown **Next** 3

I. Downtown Now! Ten Years in Review 5

 Downtown Now! Summary 10

II. Downtown **Next** Overview 13

 Attracting Jobs: Building a
 Competitive Business Climate 16

 Creating An Inviting Environment 19

 Activating Downtown through
 Effective Programming..... 29

 Making Downtown Accessible
 and Easy to Get Around 31

 Growing the Residential Population 37

 Bolstering Educational Resources 42

 Cultivating a Critical Mass
 of Retail..... 45

 Emphasizing Downtown's
 Unique Character..... 49

 Building a Planning and
 Policy Framework 52

III. Beyond Downtown..... 63

 Downtown **Next** Priorities 64

IV. On the Horizon 67

V. Implementation 69

Acknowledgements 74

Appendix

 a. Public Engagement Summary

 b. Downtown Now! Summary

“Commit to a plan...

...and stick with its implementation. Economic forces will catch up if the region continues to push forward with redevelopment of Downtown. People will be drawn by sustainable growth of the area, even in bad times.”

— Forum Participant

THE PARTNERSHIP *for* DOWNTOWN ST. LOUIS

Welcome to Downtown *Next*

Dear Downtown Supporters,

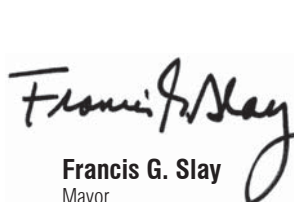
A little over 10 years ago, the City of St. Louis led a public/private partnership to develop a plan to revitalize a Downtown that had long suffered a decline in investment and activity, resulting in an exodus to other areas that were deemed more desirable. Thanks to the “Downtown Development Action Plan of 1999” (Downtown Now!) and the support of hundreds of pioneers, Downtown St. Louis has reversed that exodus and attracted more than \$4.5 billion in new investment.

The Downtown of today is not the Downtown of 10 years ago. Downtown St. Louis is home to more than 12,000 residents and 88,000 employees. Once abandoned buildings have been brought back to life to house new residents, restaurants, offices, retail and service businesses. After decades of waiting, residents and employees now can enjoy amenities long absent from Downtown including: a major grocery store, two world-class parks, new Busch Stadium, an urgent care center and a broad array of service businesses. We have reached a new level of vitality with companies, large and small, choosing to locate here to experience Downtown’s unique character and energy. We have made significant strides toward achieving the goals set forth in Downtown Now! But, there is still work to be done: several abandoned buildings remain poised for revitalization; we have not built a new office building in two decades; our region’s icon and most popular tourist attraction continues to be isolated by major roadways; and the Mississippi River is an underutilized asset.

At Mayor Francis Slay’s request, the Partnership for Downtown St. Louis developed the Downtown *Next* Vision by engaging people from across the region about their hopes and dreams for what Downtown can become in the next 10 years. The people of the region believe in Downtown St. Louis and aspire to create an even more dynamic urban center. Of course, this vision will require additional resources. By working together, we can build upon the success of Downtown Now! and achieve a vision that will take us to the next level.

The Downtown *Next* Vision is our opportunity to continue our resurgence and advance to the next stage of Downtown’s revitalization. Americans are rediscovering their downtowns for what they are— vital, authentic hubs of activity, providing an essential core of energy that radiates across the region. There is no doubt that Downtown St. Louis is the front porch and the image for the City and region. We hope you are inspired by the future of Downtown St. Louis to work together and realize its potential. It took a team effort to generate this new vision, and we urge your participation and support in its implementation.

Warmest Regards,



Francis G. Slay
Mayor
City of St. Louis



Clark Davis
Chairman
Downtown *Next* Taskforce



Mark Mantovani
Chairman
Partnership for Downtown St. Louis



Maggie Campbell
President and CEO
Partnership for Downtown St. Louis

Downtown Now! involved more than two years of public outreach, planning and analysis and represented a \$1.2 million public and private effort.

I. Downtown Now! Ten Years in Review

Ten years ago, the public/private partnership of Downtown Now! was charged with using “determined rational decision-making and creative problem solving to develop an achievable and implementable master plan for the revitalization of Downtown that built on the work of the 1993 Downtown St. Louis Strategic Plan and set an agenda for development activity that can be substantially complete or underway by 2004.”

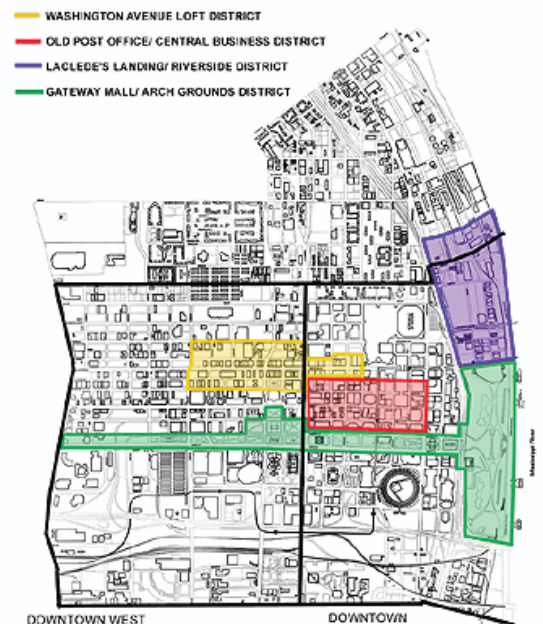
The Goals of the Downtown Development Action Plan:

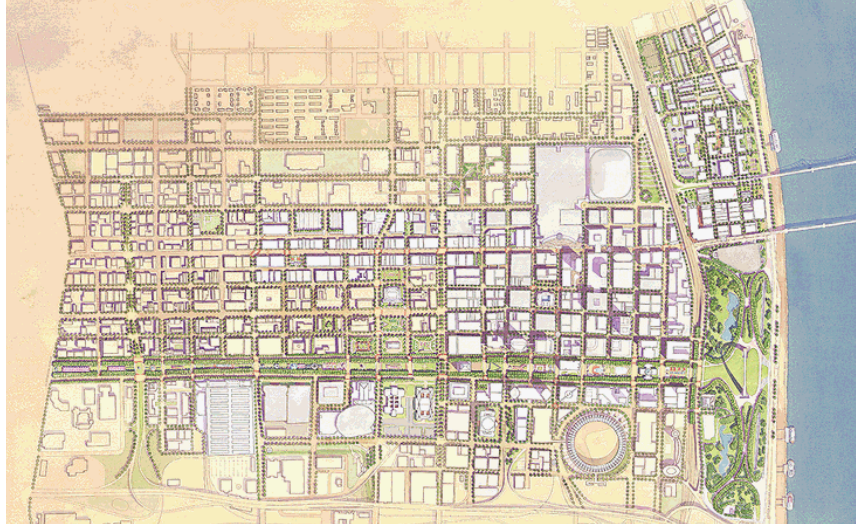
- Define a guiding vision directing the sense of place and design for Downtown
- Strengthen Downtown’s role as a place that engages, empowers and celebrates its diverse population
- Reinforce the value of Downtown as an Urban Center for the region
- Develop detailed physical design and implementation plans for the Downtown and its districts
- Develop a development program and phasing strategy

The Downtown Now! Plan first established overarching priorities for Downtown. It then targeted four specific districts for investment. The following provides an overview of the highlights from the Downtown Now! Plan.

New Economy Priorities:

- A “24-hour-seven-day-a-week mentality” that values access to services, the workplace, home, and entertainment around the clock, providing flexibility to workers unconstrained by 9-to-5 workdays
- A living environment that is unique, attractive and appealing especially to younger people who are the backbone of New Economy businesses



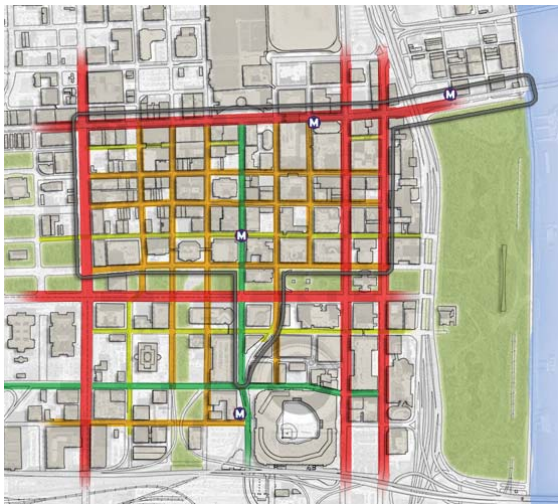


Redevelopment Goals:

- Increasing the number of residents Downtown to obtain the critical mass needed for a vibrant synergistic environment
- Interweaving residences, stores and work environments with public/institutional, and cultural venues through the Downtown into a true mixed-use community
- Defining new parks and plazas that interconnect to the entire Downtown Open Space system through a system of pedestrian streets

Physical Improvements to the Street and Open Space:

- Long-term streetscape improvements to all streets within the Downtown Core
- Significant improvements to the Gateway Mall to realize its extraordinary civic potential
- A vigorous intervention in the Old Post Office District
- Covering the depressed lanes of I-70 that currently separate the Gateway Mall and the Arch Grounds with a landscaped deck
- Landscaping of the major freeway approaches into the City



After receiving \$17 million in Federal funds for streetscape improvements, Washington Avenue experienced more than \$1 billion in development or redevelopment, providing a strong return on public investment.



Washington Avenue Revitalization Goals:

- Increase the number/variety of residential units on Washington Avenue
- Promote Washington Avenue as one of Downtown's retail streets
- Improve the public image of the District through comprehensive streetscape improvements and special programs
- Provide a unique mix of retail and cultural uses that will make Washington Avenue a regional destination

Revitalization Goals for the Old Post Office District:

- Provide ground level and upper level uses on those blocks immediately adjacent to the Old Post Office Building within six years
- Retain an educational use for the Old Post Office Building
- Provide adequate parking for redevelopment activities within the District
- Promote the District as the "heart of Downtown," from which all of Downtown is an easy 10-minute walk



The \$35 million redevelopment of the Old Post Office in 2004 marked a turning point in Downtown's resurgence.

Lumiere Entertainment Complex represents a \$500 investment in the Riverside area.



Revitalization Goals for Laclede's Landing/Riverside District:

- To build upon and support the existing efforts of the Laclede's Landing Redevelopment Corporation
- To establish Laclede's Landing/Riverside/Riverside North as the premier Downtown riverside neighborhood living opportunity in St. Louis
- To establish additional entertainment, residential, and mixed uses that build upon the existing uses and activities in the District

Gateway Mall and Arch Revitalization Goals:

- Physically reconnect the Downtown and the Gateway Mall to the Arch Grounds and the Riverfront
- Physically improve the Gateway Mall as the primary axis of Downtown
- Provide an opportunity for private spin-off investment related to the significant investments made along the Gateway Mall itself, resulting in increased value of 'a Mall address' for corporate and residential uses
- Provide a pedestrian and bicycle system originating from the Gateway Mall, easing movement between the Gateway Mall and Arch Grounds to all Districts within Downtown St. Louis

Over the last 10 years, many of these goals were achieved or surpassed. The majority of goals that have yet to be achieved were popular recommendations that resurfaced during the public engagement process. To see a more thorough overview of the Downtown Now! goals and a report card assessing the progress of the Plan's implementation, please visit Appendix A.



The Gateway Mall Plan was released in 2007 and proposed creating “rooms” throughout the green corridor: above is the “Terminus.”

Downtown Now!

Summary

Ten years after *Downtown Now!* was released, more than \$4.5 billion has been invested and \$700 million in projects are in development for 2010 and 2011 in Downtown. This is evidenced in the 100 historic buildings that have been rehabbed, the more than 12,000 residents currently living Downtown, the 130 new shops, restaurants and services and the addition of two world-class parks: Citygarden and Old Post Office Plaza. Downtown is home to the largest workforce in the region where Fortune 1000 companies such as Ameren, Anthem/Blue Cross/Blue Shield, AT&T, Bank of America, CPI Corp., Fleishman Hillard, Healthlink, HOK, Ralcorp, NestlePurina, Peabody Energy, US Bank and Wells Fargo Advisors.

This investment and Downtown's growing regional presence, has attracted the attention of the much sought after "creative class." Companies, such as Osborn & Barr, E+U Architecture, Antidote, NSI Marketing Services and Group 360 have moved Downtown to experience a vitality that was not here 10 years ago. Small businesses also have proven to thrive Downtown. In fact, 80 percent of Downtown offices have 25 employees or fewer.



Located in Downtown West, the Tudor Lofts mixed-use development reflects a \$25 million investment in an area that once was full of vacant or underutilized parcels.

The area of most dramatic growth can be seen in the more than 5,000 new residents who have moved Downtown to enjoy the 4,400 new residential units that have come online in the last 10 years. As *Downtown Now!* predicted, with additional residents came an added vibrancy and energy, which also drove the demand for more amenities. To meet the needs of residents, Downtown now boasts a full-service grocery store, dry cleaners, florists, an urgent care, a bowling alley, a book store, wine bars, a pet boutique and many other new services that can be enjoyed by employees in addition to the residents. With ongoing investment in making Downtown a walkable, connected community, Downtown's residential growth can continue at its rapid pace.

THE PARTNERSHIP *for* DOWNTOWN ST. LOUIS



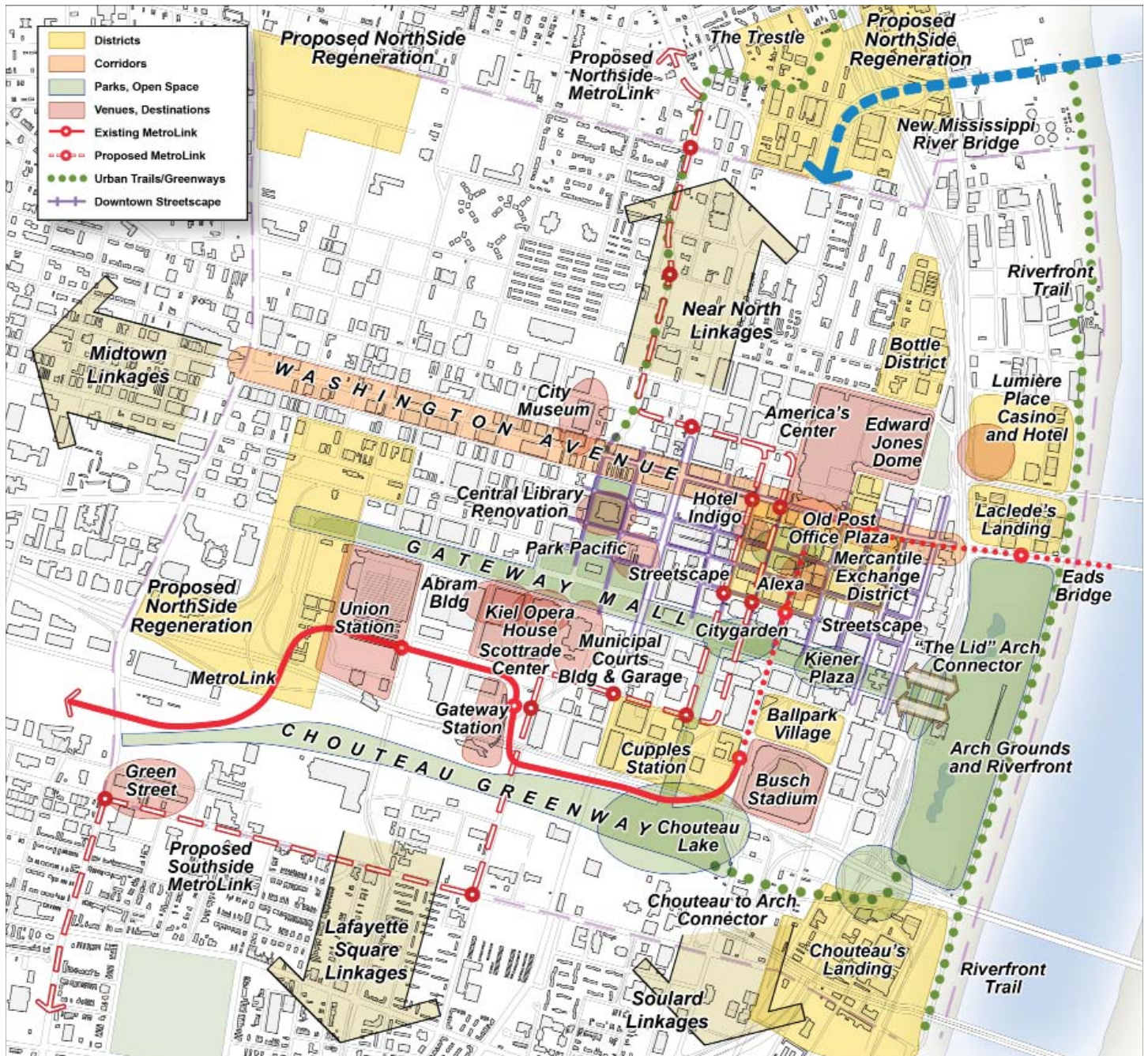
To date, the \$85 million rehab of the Syndicate, located in the Central Business District, represents the largest residential project in Downtown.

Annually, Busch Stadium welcomes more than 3 million visitors.



The Ely Walker Lofts on Washington Avenue, a \$29 million historic preservation project, is home to two popular retail outlets.

Downtown Proposals -- 2010



II. Downtown *Next* Overview

In an attempt to build upon Downtown Now!, the Partnership focused on developing a vision reflecting the progress experienced over the last ten years, and looking forward another ten years to 2020. As the adjacent map indicates, there is no shortage of opportunities Downtown. However, there are limited resources. The main objective of the Vision Update was to engage the public about what is possible Downtown. At the same time, the Vision is expected to help prioritize Downtown's many prospects.

Reflective of the progress made since the adoption of Downtown Now! and the current economic climate, the Downtown *Next* process was meant to be more strategic than prescriptive. As outlined below, the goals for the Downtown *Next* Visioning process were broader in scope than the Downtown Now! Plan.

Downtown *Next* Process Goal:

Create a vision that unites a diverse group of stakeholders and:

- Builds upon the 1999 Downtown Now! Action Plan progress
- Engages the public in planning
- Focuses on strategy rather than prescription
- Recognizes Downtown is more than just buildings

Public Engagement Process

In January 2009, the Partnership for Downtown St. Louis, with the help of Vector Communications, began a public engagement process. Over a period of five months, the Partnership heard from more than 1,100 St. Louis regional residents using six methods of information gathering:

- A three-question qualitative (open-ended response) survey
- Key influencer interviews with regional leaders
- An online survey with more than 400 respondents
- Discussion sessions involving more than 300 regional residents
- A leadership forum with nearly 50 regional participants
- An open house attended by more than 100 citizens

“The key is for the revised plan to be flexible enough to react to economic and market fluctuations. A Downtown is never finished.”

— Influencer Interview



*The Partnership met with 30 organizations and solicited comments from more than 1,100 people to create Downtown *Next*.*

A vibrant, regional
hub offering an
authentic Downtown
experience for
residents, employees
and visitors.

A Vision for Downtown

Respondents commented on recommendations for updating the Plan, and expressed their aspirations and concerns for the future of Downtown. They rated Downtown's current climate for residents, employees and visitors and offered suggestions on how to create the ideal Downtown. To set a baseline, participants were asked to list the top three assets for Downtown, as well as the top three areas for improvement. The orange quotes scattered throughout this report reflect a sampling of the input received.

Through these various vehicles for feedback, a vision for Downtown emerged. People said the ideal Downtown of the future would be:

"A vibrant, regional hub offering an authentic Downtown experience for residents, employees and visitors."

While some of the feedback received suggested amenities already present Downtown, these recommendations indicated that not everyone is aware of all Downtown has to offer. Some responses reflected a dated representation of Downtown. This feedback suggests that efforts should be made to educate stakeholder groups about Downtown's progress over the last 10 years.

The thousands of comments received could be grouped into seven areas. Based on these themes, workgroups with relevant experts were created. These workgroups took the recommendations and refined them into objectives and strategies, which are presented in this report. A detailed outline of the feedback and a list of the participating groups and organizations are available in Appendix B.

"We are not there yet..."

Downtown St. Louis seems disjointed, there are pockets of redevelopment, but nothing to bring it all together to make it one, seamless, convenient and great modern place to live."

— Survey Respondent



Attracting Jobs: Building a Competitive Business Climate

“Prevent brain drain. Create more opportunities to [engage] students at local, national and world renowned universities.”

— Forum Participant

“Develop a business incubator and assistance center to encourage entrepreneurial growth and retention.”

— Forum Participant

“Support corporate workers with opportunities to remain Downtown after work—scheduled leagues and events, retail open later in the evening...”

— Forum Participant

“It is time to recognize Metro East as a burgeoning supplier of workers, development and future employment opportunities.”

— Survey Respondent

With 88,000 employees, Downtown is home to the greatest concentration of jobs in the region. As was the case when the Downtown Now! Plan was developed, there is still a strong desire to attract more jobs Downtown. In fact, the Federal Reserve cites the two primary goals of local economic development as new jobs and new tax revenue. Jobs must be the primary goal of any economic development initiative in Downtown. Given the state of the economy, many of the participants saw an opportunity for small business and entrepreneurs and encouraged a focus on developing a welcoming environment for startup companies. St. Louis is home to innovative individuals and corporations. Stakeholders recommended building on this strong history of creativity and entrepreneurship.

At the same time, Downtown **Next** participants frequently stated that the lack of new Class A office space is a significant hindrance to attracting larger corporations. Many indicated that when Ballpark Village is realized Downtown will become a more attractive environment for new office building projects.

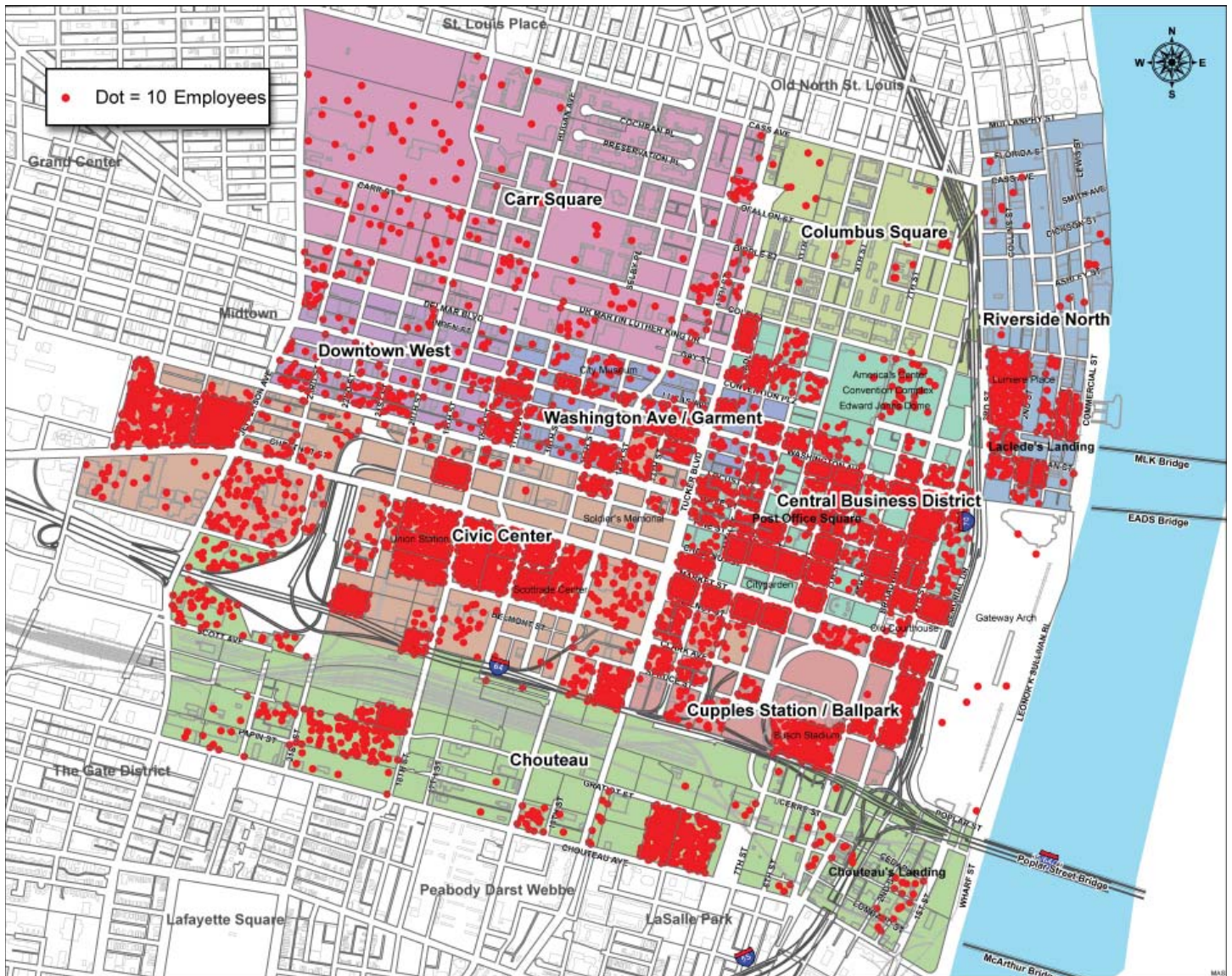
Goal: A growing Downtown Workforce

Objective: 105,000 total jobs Downtown and an additional 2,000,000 sq. ft. of occupancy (Class A & B)

Strategy: Recruit small to mid-sized companies (25-200 employees).

- *Promote creative, affordable spaces*
- *Market existing incentives (Rebuilding Communities Tax Credit, etc.)*
- *Explore/develop opportunities for direct support for startup and small business funding and/or programs*

Downtown St. Louis Employee Density



Over the years, Downtown has experienced some shifts in job location, but the majority of its 88,000 jobs remain in the CBD.

“Provide start up businesses with fully equipped space. This will fill up some of the vacant buildings, increase the vibrancy.”

— Forum Participant

“Increase programs for corporate mentorship. Groom the younger employees with... diversity outreach, professional development and education.”

— Forum Participant

“Partner with St. Patrick Center to enhance their small business incubator. Use their existing model to help ...navigate city permitting processes... obtain micro loans for start up costs.”

— Forum Participant

Strategy: Target industry clusters where Downtown is already strong, including: Creative Businesses (Architects, Advertising, Graphic Design, Software Development and Design, Media); Legal Firms; Financial Services; Communications Technology; and Energy.

Strategy: Support the growth of existing Downtown companies.

Strategy: Accelerate and promote Downtown’s attractiveness to the young, educated workforce that growing companies value.

- *Proactively engage young professionals and “creatives” in Downtown*
- *Expand Downtown marketing about and to young professionals*

Strategy: Work with area universities to expand collaborations with Downtown businesses and organizations.

- *Pursue programs like “Campus Philly” that engages college students in Downtown Philadelphia*

Strategy: Compete strategically for large company relocations/expansions (200+ employees).

- *Use direct marketing and peer-to-peer contacts to compete for regional opportunities*
- *Target specific clusters that complement Downtown’s current workforce makeup*
- *Encourage the addition of satellite offices for large regional corporations*

Potential Implementation Partners:

- *Area universities*
- *City of St. Louis*
- *Downtown companies*
- *Regional companies*

Creating an Inviting Environment

In addition to Downtown's workforce of 88,000 jobs, 12,000 residents call Downtown home, and each year 10 million visitors come to enjoy the urban core. Combined, these numbers translate into a daytime population of approximately 130,000 people. Whether it is for a game, a concert or to enjoy a festival, parade or run, people from the St. Louis region come Downtown when they have a reason. Often, when they come, it is for an isolated event rather than for the day. Thus, Downtown must become a place that entices more of the region's residents to want to stay Downtown.

Another key factor in keeping people Downtown is addressing the perception of safety. While Downtown has experienced a substantial drop in crime over the last three years, perceptions of safety issues remain. The Police



“People need to feel safe coming here after work hours.”

— Forum Participant

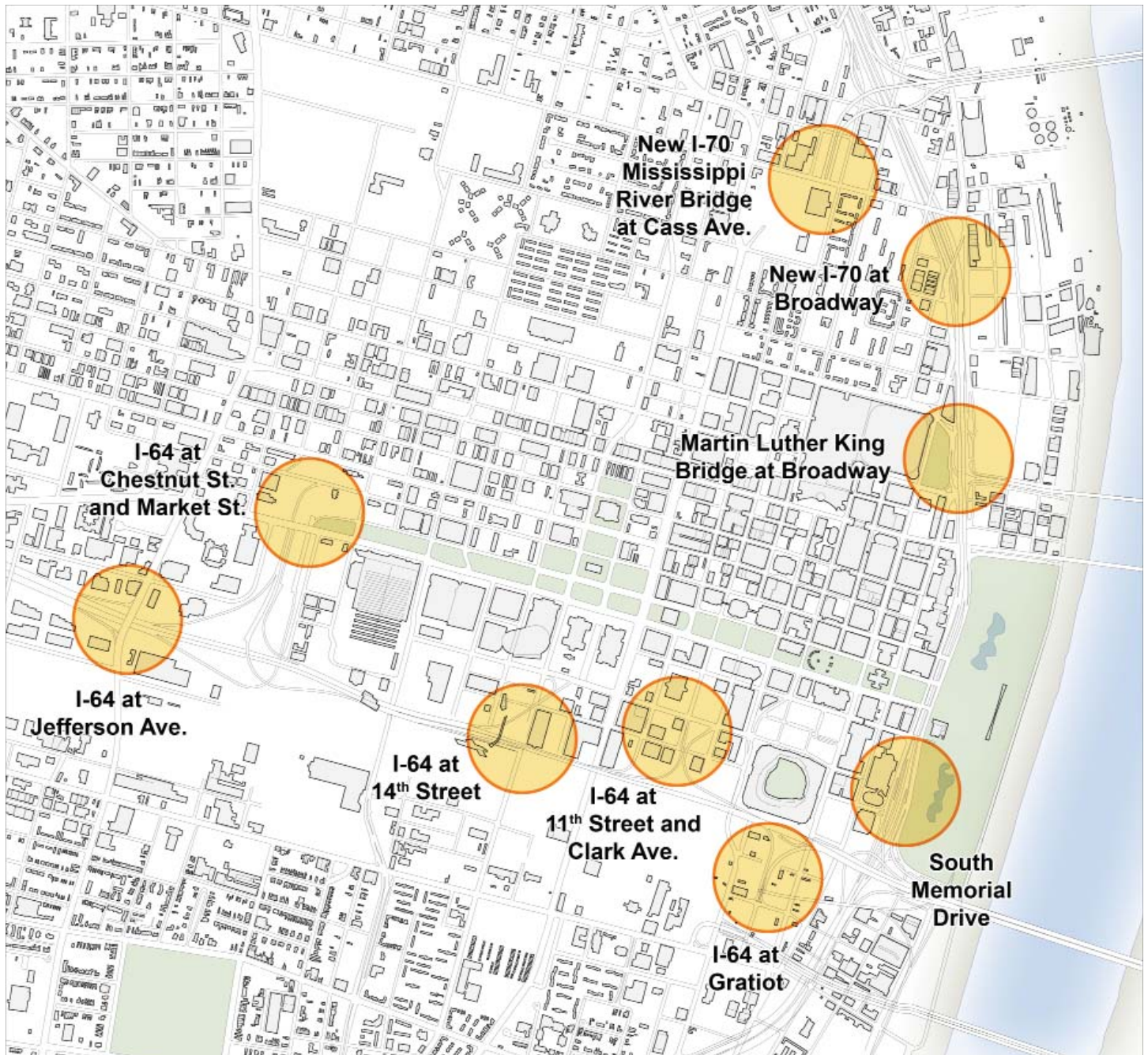
“Imagine if you could come down to the Arch (the focus of St. Louis) and spend an entire day there rather than an hour.”

— Survey Respondent

“There is always something going on Downtown whether it be a ball game, a convention, a festival or just people enjoying a night on the town.”

— Survey Respondent

Inviting Environment: Focusing on Downtown's Major Entryways



Interstate off ramps are often the first exposure visitors and commuters have to Downtown. By beautifying these portals, a more welcoming environment is created.

Department is working to grow its security camera program, which can expand vigilance with limited resources. Furthermore, as the hub of the region, Downtown would be well served by an increased police presence. Homelessness is a reality faced by most urban areas, but efforts must be made to take on “quality of life” violations that include panhandling, loitering and vagrancy.

“Washington Avenue shouldn’t be the only street with an enhanced streetscape design.”

— Influencer Interview



Implementation of Downtown’s proposed Streetscape Plan could transform the pedestrian experience in the central business district

Goal 1: A Welcoming Downtown

Objective: Active, Walkable Corridors

Strategy: Implement the Streetscape plan.

- Include key corridors in the City’s annual applications for federal funds until the Streetscape plan is fully implemented
- Codify the updated Streetscape Plan

“Connect the Arch grounds to Downtown to make it more accessible to residents and not just tourists—make it like Millennium Park in Chicago.”

— Forum Participant

Vibrant urban streets in Montreal invite people to stay all day.



Strategy: Target key entryways and key connector streets as the main streets for initial improvements.

- *Make connector/entryway streets (e.g., 8th, Tucker, Clark, Olive, Broadway) funding priorities*
- *Encourage building owners to start an adopt-a-block beautification program*

Objective: Welcoming entryways into Downtown

Strategy: Target Downtown approaches for investment.

- *Encourage redevelopment of blighted areas along select entryways/connectors*
- *Bolster the City's street maintenance program*
- *Organize plantings in common areas near interstate entrance and exit ramps*
- *Improve Downtown MetroLink stations (appearance and signage)*

Strategy: Give visitors reasons to explore Downtown.

- *Create visitor kiosks close to the Arch and other destinations to highlight other attractions*

Objective: Clear wayfinding

Strategy: Implement the Convention and Visitor Commission's wayfinding program at the vehicular and pedestrian levels.

- *Install vehicular signs and pedestrian kiosks in strategic locations*

Strategy: Explore multi-media wayfinding kiosks.

- *Pursue public/private partnerships to fund installation*

Potential Implementation Partners:

- *City of St. Louis*
- *Convention and Visitors Commission*
- *Major Destinations*
- *Property Owners*

Goal 2: A Downtown where you want to stay all day

Objective: Active green spaces

Strategy: Realize the Gateway Mall Plan and reinvigorate Downtown's open spaces.

Strategy: Build on Citygarden's success.

- *Support the creation and deployment of the Gateway Mall Conservancy to begin realizing key components*

Strategy: Embrace the Arch Grounds.

- *Incorporate new technology to tell the story of St. Louis' beginnings*

Objective: An active riverfront

Strategy: Advance North riverfront development.

- *Build upon Trailnet's Trailhead park*
- *Leverage Lumiere's proposed Phase II to provide Riverfront public entertainment space*



“Develop [a] strong and inviting pedestrian link between Downtown and the Arch Grounds across Memorial Drive... this has been talked about and designed for years... just do it!!!”

— Survey Respondent

“Develop and promote constant Arch Grounds activities; Pittsburgh sponsors Three Rivers Festival for two to three weeks.”

— Forum Participant

Strategy: Partner with East St. Louis to energize both sides of the river.

- *Take advantage of the Mississippi River Bridge project to focus investment*

Objective: Safe Surroundings

Strategy: Enforce quality-of-life violations.

- *Strengthen City ordinances to further discourage loitering*
- *Increase police presence*
- *Build a comprehensive network of social services to help the homeless*



Opened in 2005, Millennium Park transformed an unwelcoming entry of rail lines and surface parking into a major destination for tourists, employees and residents, spurring a property value increase of more than \$1.4 billion.

Street activity in Miami.



“Although Downtown is known for its sports attractions, fans don’t linger after a game and we have to give them a reason for staying.”

— Influencer Interview

“First.. we must develop the Arch Grounds and Riverfront. Almost every city that has a riverfront or waterfront has found a way to capitalize on the space.”

— Influencer Interview

Strategy: Eliminate visual barriers.

- *Remove sky bridges that block key views*
- *Ensure adequate lighting throughout the central business district*

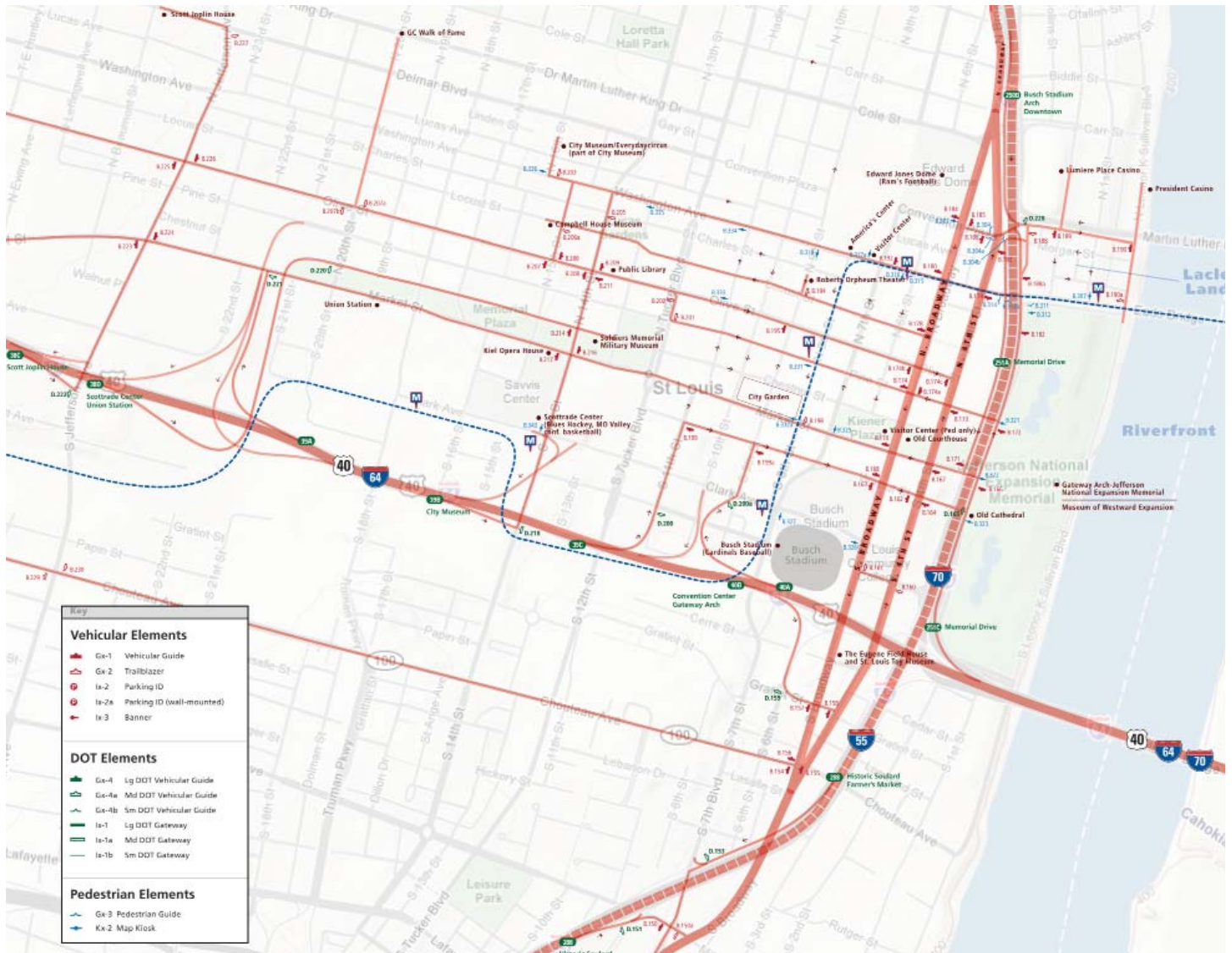
Potential Implementation Partners:

- *Board of Aldermen*
- *City of St. Louis*
- *Developers*
- *East St. Louis*
- *Gateway Mall Project*
- *St. Louis Metropolitan Police Department*



Coordinated wayfinding in Milwaukee.

St. Louis Wayfinding Plan



CVC's consultant has proposed wayfinding amenities, including vehicular and pedestrian elements: installation of these elements could help people feel more comfortable getting around Downtown.

The Arch Grounds International Design Competition can generate programming ideas that will attract regional residents year-round.



Activating Downtown through Effective Programming

Over the years, Downtown St. Louis has been home to many large-scale events--some that regularly entertain the region each year, and others that are unique. Through the public engagement process participants seemed to agree that Downtown has successfully hosted major events, but should consider more diverse, smaller scale programming to entice residents and employees to spend more time enjoying Downtown after work.

Goal: Programming for all constituencies

Objective: Positive Downtown experiences for more regional residents and visitors

Strategy: Provide incentives for residents to explore Downtown.

- *Launch “Downtown Passport” or other programs that highlight key destinations*

Strategy: Continue to welcome Illinois residents.

- *Create programming that highlights Metro East, such as an Illinois day or festival*

“Program activities and events, especially around the Old Post Office Plaza.”

— Forum Participant



“Provide programming on the Arch Grounds and the Riverfront, consider Shakespeare Under the Arch.”

— Forum Participant

“I would love to see Downtown resemble Forest Park on Sundays—bustling and vibrant.”

— Influencer Interview

“Provide year-round, indoor and outdoor activities: street performers, art installations, theater groups.”

— Forum Participant

Strategy: Engage and involve the Downtown workforce.

- *Design and promote programs to attract workers to participate in activities*

Strategy: Emphasize role as a cultural center.

- *Take advantage of the rebirth of the Kiel Opera House to market Downtown as a cultural center*
- *Promote and market cultural and arts activities presented by local businesses and institutions*

Strategy: Create more reasons for residents to visit the Jefferson National Expansion Memorial.

- *Ensure programming considerations are included in Arch Grounds Design Competition*
- *Explore opportunities to partner with the National Park Service on promotions and marketing*

Strategy: Take advantage of underutilized programming venues.

- *Activate Gateway Mall’s open spaces for organized sports leagues and public activities*
- *Use the Ballpark Village site and other open spaces for activities*

Potential Implementation Partners:

- *City of St. Louis*
- *Downtown Employers*
- *Jefferson National Expansion Memorial Management*
- *St. Louis Cardinals*



Revitalization of the Kiel Opera House could diversify Downtown’s program offerings

Making Downtown Accessible and Easy to Get Around

In order to increase its energy, Downtown must remain a walkable, accessible destination that is easy to navigate once you arrive. Furthermore, Downtown should take advantage of the potential synergies of adjacent neighborhoods by reaching out and connecting to its neighbors.

Goal 1: An Accessible Downtown

Objective: A Robust Transit System

“Some of the ‘hot’ cities that attract young people are Austin and Portland. In reality, these cities are no better than St. Louis, but they have good public transit, and cyclists and pedestrians are separated from the autos.”

— Influencer Interview

“A livable community is a community where if people don’t want an automobile, they don’t have to have one; a community where you can walk to work, your doctor’s appointment, pharmacy or grocery store. Or you could take light-rail, a bus or ride a bike.”

— US Secretary of Transportation Ray LaHood

“Increase the usage of bike trails to connect Downtown with surrounding areas - highly visible bike lanes with neon paint, bike boxes at intersections.”

— Survey Respondent

“Provide exciting transit options to connect Downtown locations, such as a streetcar or a shuttle bug.”

— Forum Participant

“Downtown...is not viewed as walkable. It lacks paths, signs, street life and people. People are afraid of walking when they can't see the life further down the street.”

— Influencer Interview

Strategy: Secure a reliable funding source for Metro.

- *Leverage County's success to solicit increased federal and state funding support*
- *Promote system expansion throughout the region that connects Downtown*

Objective: Viable alternatives to the automobile

Strategy: Encourage the completion of Great Rivers Greenway's Bike Master Plan.

- *Ensure a strong emphasis on Downtown access*

Strategy: Realize Amtrak's potential and support High Speed Rail between St. Louis and Chicago and ultimately Kansas City.

- *Support future state and federal funding to improve train reliability and technology*

Strategy: Enhance taxi service.

- *Evaluate and identify areas of opportunity to make taxis a viable means of travel*



Healthy transit is an essential component for any Downtown to thrive: it provides alternatives to the automobile for events such as Komen Race for the Cure that attracts 65,000 people.



Potential Implementation Partners:

- City of St. Louis
- East-West Gateway Council of Governments
- Illinois Department of Transportation
- Great Rivers Greenway
- Metro
- St. Louis Taxi Commission
- State of Missouri
- United States Congress

Goal 2: Easy to Get Around

Objective: Navigable by all transportation modes

Strategy: Provide more bike amenities, such as bike lanes and bike racks.

- Incorporate bike considerations into other capital improvement projects

Strategy: Improve the walking experience.

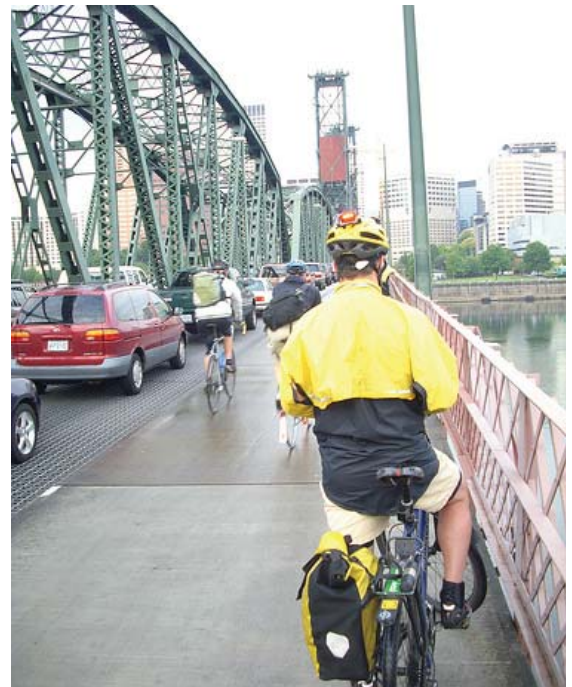
- Conduct a walk audit and eliminate obstacles as resources become available
- Review streets for strategic closures that could prompt more pedestrian activity
- Continue to explore converting select one-way streets to two-way

Strategy: Develop and promote a Downtown circulator.

- Work with Metro and/or partners to create a viable special service

A “Complete Street” is one that accommodates all modes.

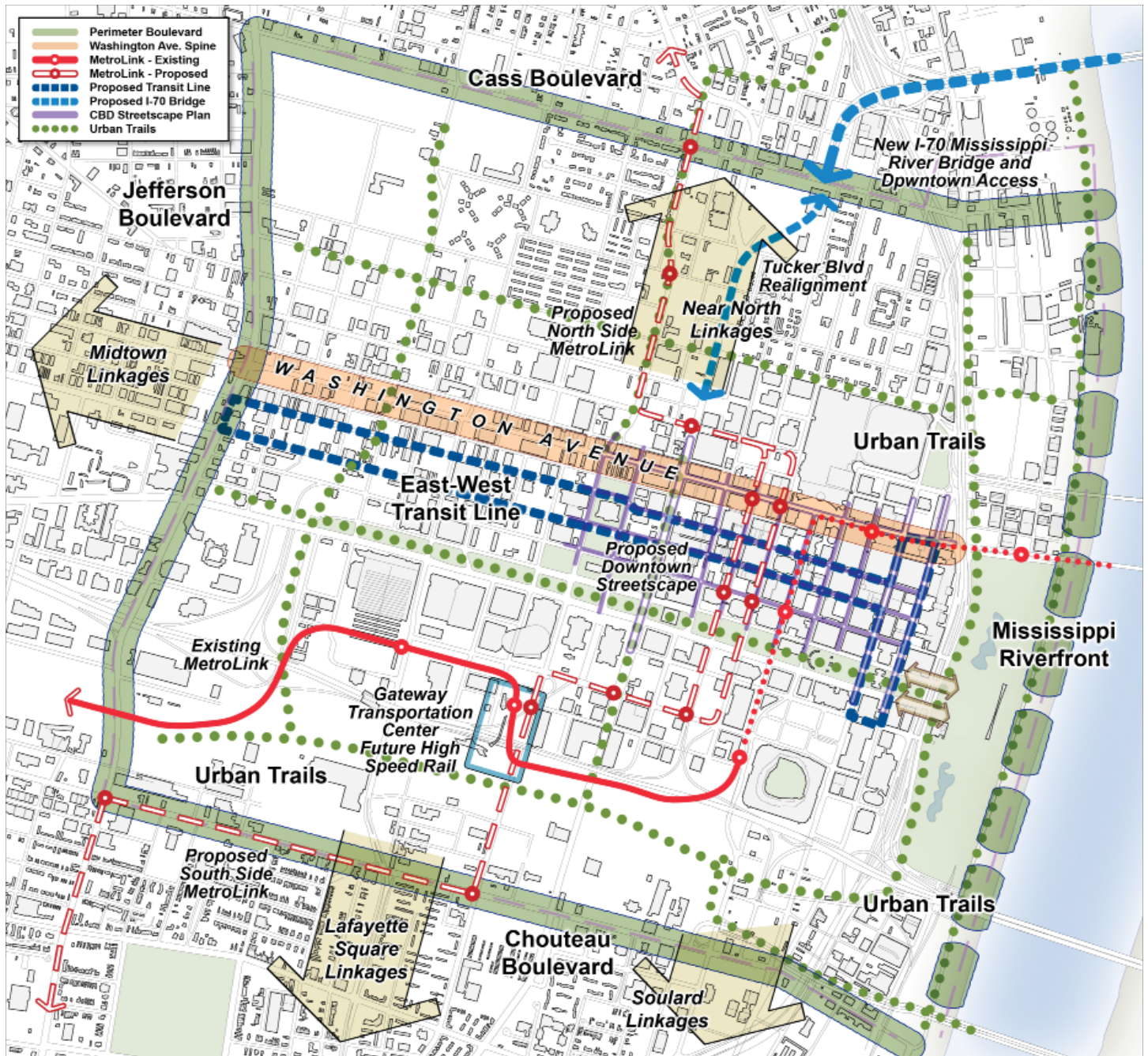
By investing in bicycle facilities throughout the city, Portland increased ridership and generated a bike-friendly community ethic.



“Connect Downtown with surrounding neighborhoods as a unique linked experience.”

— Survey Respondent

Downtown St. Louis Multi-Modal Potential





Increasing bicycle usage requires an increase in quality bicycle facilities, including bike parking.

“Partner with St. Louis University to link the Grand Center area to Downtown St. Louis.”

— Forum Participant

City-sponsored bicycle sharing and rental programs are gaining popularity for their flexibility, cost-effectiveness and convenience.



Strategy: Consider all modes when making infrastructure upgrades.

- Pursue “Complete Streets” and “Complete Bridges” where possible

Strategy: Implement a Parking Management Plan.

- Create a parking advisory entity to implement a comprehensive approach

Potential Implementation Partners:

- Bike St. Louis
- City of St. Louis
- Great Rivers Greenway
- Metro
- Parking operators
- MODOT

Goal 3: Connected Downtown neighborhoods

Objective: Coordination among Downtown’s neighborhoods/districts

“Cities that are centers of transportation are also centers of life. St. Louis needs to embrace public transit to drive economic development.”

— Influencer Interview



The streetcar and light-rail network in Portland has generated billions of dollars of redevelopment.

Strategy: Collaborate with developers to reinforce complementary uses.

- *Host meetings with developers/property owners to determine plans, standards*

Objective: Links to nearby neighborhoods

Strategy: Enhance pedestrian/bike connections to adjacent neighborhoods.

- *Incorporate trail connections into development plans*
- *Extend Streetscape Plan on key corridors leading into Downtown*
- *Build a strong transit connection between Downtown and Midtown*

Potential Implementation Partners:

- *Bike St. Louis*
- *City of St. Louis*
- *Great Rivers Greenway*
- *Metro*
- *Neighborhood leaders*
- *Property owners*

“[Build a] Streetcar to make Downtown more accessible and connect to adjacent neighborhoods.”

— Survey Respondent



Growing the Residential Population

Goal 1: A thriving, dense residential network

Objective: A total population of 20,000 by 2020

Strategy: Add 5,000 residential units

Strategy: Target area bounded by Memorial, Jefferson, Cole and I- 64 for 75 percent of growth.

Strategy: Advocate governmental policy/programs that enable residential development. (See the “Policy and Planning” section for more detail)

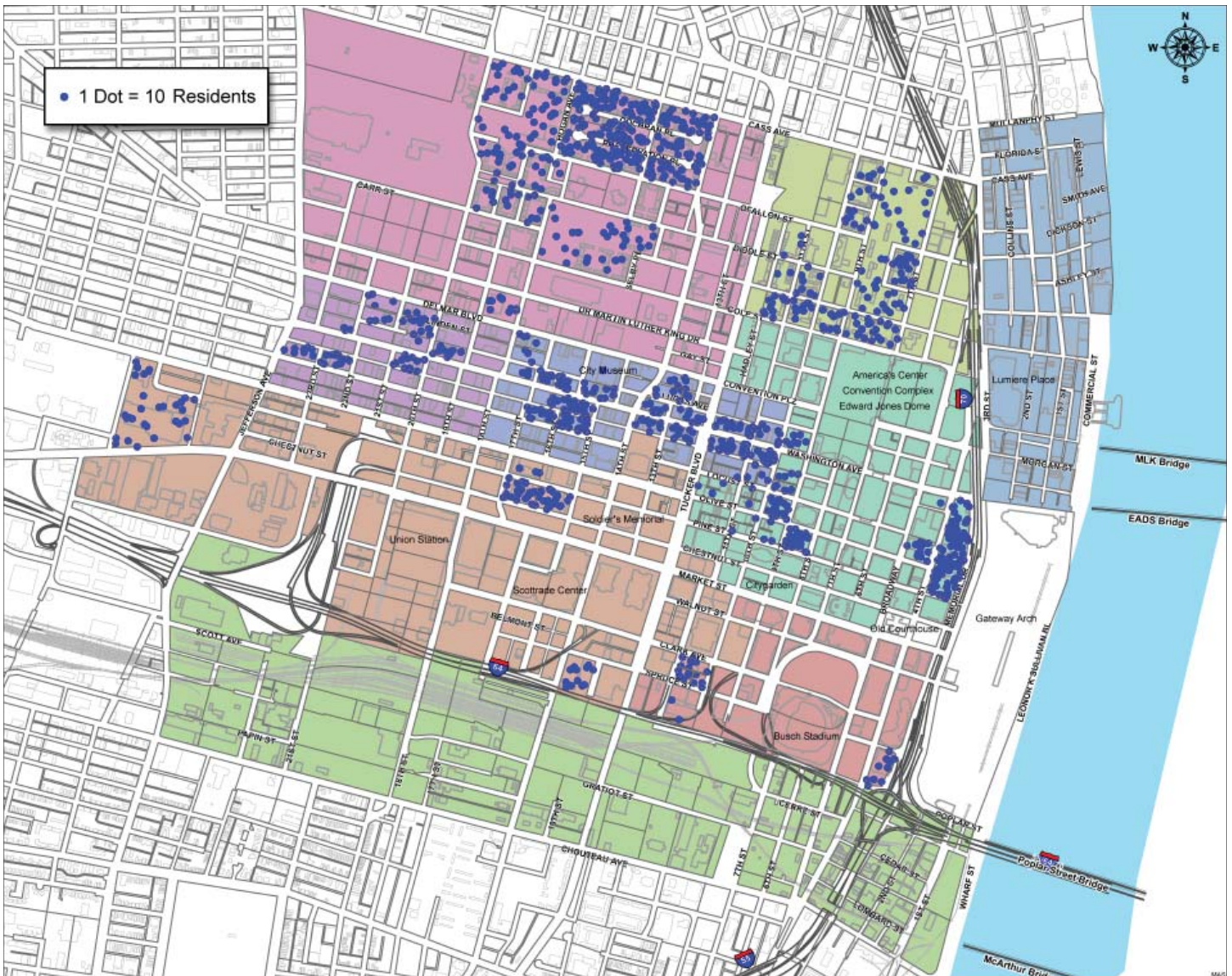


“We must fill in the gaps. It’s like looking at someone with his or her two front teeth missing. You concentrate on the appearance rather than the message.”

— Influencer Interview

Infill residential development such as these homes in Minneapolis could be developed in communities like Downtown West.

Downtown St. Louis Resident Density



Downtown **Next** hopes to cluster future developments to increase population density and create nodes of activity and additional market demand.

Strategy: Engage existing residents to feel vested in Downtown.

- *Deepen Downtown residents' involvement in Downtown life*
- *Encourage their participation as "ambassadors" for Downtown*

Potential Implementation Partners:

- *City of St. Louis*
- *Existing residents*
- *Federal government*
- *Property owners*
- *State of Missouri*

"More housing options need to be available for residents to 'move-up' ... they should have the option of moving to a 3-story walk-up... a dwelling with more space and a small plot of land."

— Influencer Interview

Goal 2: A diverse, amenity-rich community

Objective: One of the region's top residential neighborhoods

Strategy: Enhance quality of life for residents.

- *Increase and broaden dining, shopping, services and entertainment options*
- *Develop and promote education and social networking opportunities*
- *Add strategic programs and services for families*

"Diversify condominium offerings."

— Forum Participant



"We need to fill vacant spaces. For example, the Arcade Building is an eyesore. Working or living next to that building is depressing."

— Influencer Interview

Park Pacific will provide more than 200 new residential units in a prominent address by the Gateway Mall.

- Childcare and schools
- Playgrounds, family activities and events

Strategy: Improve the physical environment.

- *Capital Improvements (See “Inviting Environment” for more details)*
- *Continue focus on “clean and safe” services through the Downtown Community Improvement District and partnerships with the Police Department*

Strategy: Adapt operations for growing residential population.

- *Manage mixed-use public spaces (traffic, parking, trash, etc.)*

Strategy: Address perception/reality of safety. (See “Inviting Environment” section for more details)

Objective: A variety of uses, population (ethnicity, age, income), architecture, housing options, etc.

Strategy: Diversify housing inventory.

- *Construct new and innovative housing styles with emphasis on “green development”*
- *Identify moderately priced market rate “for sale” housing for young professionals*

Strategy: Attract a diverse population.

- *Target international employees and students with information about living Downtown*
- *Highlight the amenities serving those looking for an urban environment*



Objective: Residential development that supports density

Strategy: Facilitate completion of high-profile residential projects in the core (Laurel, Alexa, Arcade, Park Pacific and Jefferson Arms).

Strategy: Encourage infill residential development such as the Roberts Tower (especially on surface parking lots and corner locations).

Potential Implementation Partners:

- *City of St. Louis*
- *Downtown developers*
- *Regional employers*
- *Regional universities*



Redevelopment of the Arcade could activate a current eyesore and tie the CBD together.

Bolstering Educational Resources

“Support an existing or newly recruited university to locate a ‘College of Urban Arts.’”

— Forum Participant

The exchange of ideas, creativity and general buzz generated by the presence of students provides a unique infusion of energy to any place—especially the urban core. Downtown should build upon its current foundation of educational institutions to attract more students. In addition, to attract and retain families, Downtown should provide quality education choices for residents and those Downtown workers who seek educational opportunities close to their workplace. The following strategies will help expand the substantial investments already made by primary, secondary and higher educational institutions.

Goal: Premier educational opportunities

Objective: A network of some of the region’s best schools -from early childhood to higher education.

Currently, Patrick Henry is one of the few elementary schools serving Downtown residents. A wider variety of schools should target the children of Downtown workers and residents.



Strategy: Locate a quality school serving Downtown residents and workforce.

- *Engage area school leaders to develop more high quality elementary and secondary schools to retain and attract Downtown families and workers*

Strategy: Elevate the presence of higher education.

- *Research gaps at regional universities and in Downtown to identify opportunities for satellite campuses or schools*

Strategy: Increase supply of early childhood programs.

- *Inform employers about the benefits of having childcare facilities in the workplace*
- *Encourage and support childcare providers as well as area schools in opening quality early childhood programs Downtown*

Strategy: Integrate Downtown into the region's school curriculum.

- *Reach out to school administrators with an invitation to explore Downtown*
- *Develop school curriculum to raise awareness of Downtown's history and value to the region*

Potential Implementation Partners:

- Charter school network
- Childcare providers
- Downtown employers
- Regional schools



“Bring university partnerships into the Downtown core to foster start-up business incubators.”

— Forum Participant

“Foster an environment that attracts and supports unique charter and private schools that use the urban environment as a laboratory for students (e.g., Blue School in New York branded by the Blue Man Group; New City School in Central West End; Harbour School in New York City).”

— Forum Participant

THE PARTNERSHIP *for* DOWNTOWN ST. LOUIS

National retailers seek vibrant urban locations with high visibility.



Cultivating a Critical Mass of Retail

When St. Louis Centre and Union Station opened in the mid-80s, they were both state-of-the-art: one an urban mall, the other a festival marketplace. Within a decade, countless examples of these suburban mall models, once deemed key ingredients for Downtown revitalization, became unsustainable and began to decline throughout the United States. As the Centre and Union Station lost key tenants, Downtown lost most of its “mainstream” retail.

In 2003, retail pioneers began to re-enter the Downtown market in response to downtown revitalization and a growing residential market. More than 125 stores and restaurants have opened Downtown since 2003. Despite the inherent challenges and the economic downturn, many have survived and some have thrived. Except for those along Washington Avenue, Downtown retailers are widely dispersed, thus minimizing their impact and synergistic potential. Survey respondents consistently raise the lack of significant retail as one of Downtown’s biggest drawbacks. To attract residents, visitors and employees to spend more time Downtown, a viable selection of

“St. Louis Centre represents all that is negative about the area. From a visitor’s standpoint, it implies that we don’t care about our city... Michigan Avenue makes Chicago, and we need a shopping corridor that appeals to visitors.”

— Influencer Interview



Located on Washington Ave., the London Tea Room and English Living have created a community hub.



“I would like to see a ‘retail incubator space’ in city-owned storefronts that provide free or greatly reduced rents for new, small shops.”

— Survey Respondent

retail that meets the various needs of a diverse group of constituents must exist. Downtown has experienced a growth in restaurants and services as well as boutique and amenity retail. “Mainstream” retail is the next critical level of retail development necessary to solidify Downtown’s retail success.

Partly in response to the recession, but primarily in response to the unprecedented changes in how goods are purchased, the retail business is changing rapidly. Downtown’s retail must be designed to be fluid enough to respond to fluctuating markets and to consumers’ ever-changing demands.

Goal 1: A dynamic and sustainable retail marketplace that serves Downtown’s diverse customer segments

Objective: 200,000 sq. ft. of net, new mainstream retail and a to-be-determined but “substantial” increase in dining, entertainment and service retail by 2020



Urban retail districts cater to pedestrian activity and scale.

Strategy: Establish a retail hub in the core.

- Concentrate mainstream retailers between Washington Ave., Market, 6th St. and 9th St.
- Offer a mix of national, regional and local businesses
- Ensure sufficient scale to attract metro area residents but also serve Downtown workers and overnight visitors
- Provide unified or collaborative management and marketing

Strategy: Develop a retail leasing plan that identifies appropriate strategies for each district.

- Conduct a market study to determine the sales potential for various retail and entertainment uses downtown
- Engage property owners and stakeholders to support leasing strategies
- Consider role of existing and proposed major mixed-use developments

Strategy: Bolster retail recruitment with additional sales and marketing resources.

- Generate customized market data to support viability of retail
- Hire a retail recruiter to support leasing efforts
- Create high quality collateral and strong web presence for retail recruitment
- Establish ongoing communication strategy with retail broker community

Strategy: Support recruitment/retention with additional finance, management and marketing resources.

- Use loans, incentives and leasing tools to support/reinforce district specific strategies
- Identify retail resources to support successful operation/retention of key retailers

Potential Implementation Partners:

- City of St. Louis
- Downtown developers
- Federal government
- Marketing entities representing impacted properties
- Retail brokers
- State of Missouri

Removing the St. Louis Centre skybridge will dramatically improve the physical environment of Washington Avenue's east end



“Look at other retail paradigms and cluster retail near high traffic/energy nodes.”

— Survey Respondent

THE PARTNERSHIP *for* DOWNTOWN ST. LOUIS



Urban retail should accommodate diversity in scale, architecture and consumer markets.



Emphasizing Downtown's Unique Character

Throughout the public engagement process, many citizens offered encouraging comments about Downtown's unique assets. Participants agreed that Downtown has many positive attributes, but encouraged a more aggressive effort in educating people about all it has to offer. Some participants also noted that Downtown needs to embrace its identity as a group of neighborhoods. Highlighting the identity of each of Downtown's neighborhoods takes minimal effort, but can help better define Downtown. The Convention and Visitor Commission's new wayfinding efforts, combined with the Partnership's marketing efforts, can help Downtown's neighborhoods celebrate their distinct personalities.

Goal: Greater Awareness about Downtown's Assets*

Objective: A consistent buzz about Downtown

“Seize the uniqueness of Downtown’s architecture, ambience and peculiarities.”

— Forum Participant

“Downtown St. Louis is important to the region—and we need to ensure that all folks know why.”

— Forum Participant

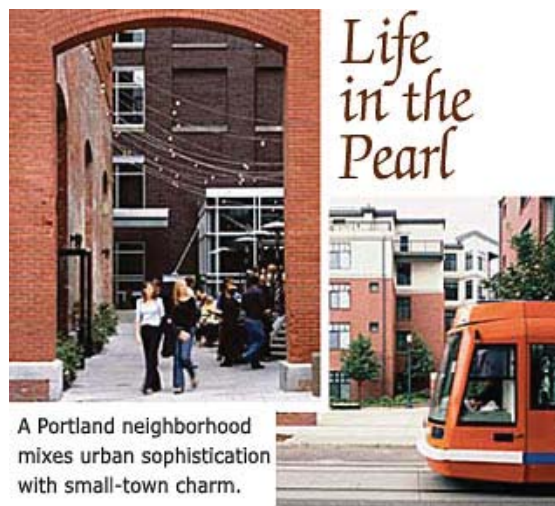
“We don’t want to be everything to everybody... but we can celebrate who we are and attract those individuals who enjoy being a part of the urban core.”

— Influencer Interview

“We need more historical placards informing the historical significance of some of our landmarks.”

— Survey Respondent

Marketing the assets of downtown neighborhoods targets specific demographic groups that seek the vitality and diversity of Downtown lifestyles.



* Fleishman-Hillard and Waylon Advertising developed a comprehensive marketing campaign for the Partnership for Downtown St. Louis in 2009, including very specific tactics that complement these strategies.

“St. Louis is friendly, inexpensive and full of great stuff to do. I wish more lifetime area residents felt proud of our city.”

— Survey Respondent

“We need to use our music history to get people to come here”

— Survey Respondent

“Increase visibility and access to information about what to do Downtown and in surrounding communities.”

— Forum Participant

“Develop a positive personality for Downtown.”

— Survey Respondent

“These older buildings are assets and we must find a way to market them.”

— Influencer Interview

Strategy: Engage in aggressive ongoing marketing.

Strategy: Leverage social media to build a Downtown online community and cultivate ambassadors.

Objective: Appreciation for Downtown’s Neighborhoods

Strategy: Build identities around Downtown’s distinct neighborhoods to cultivate individual communities and celebrate their history.

Objective: A universally held belief that this is “your Downtown,” with plenty to be excited about now

Strategy: Educate the region about Downtown’s unique offerings.

Strategy: Encourage Downtown workers, residents and visitors to support Downtown businesses/merchants.

Strategy: Drive people to take action through interesting, exciting and consistent communications.

Potential Implementation Partners:

- *Downtown businesses*
- *Downtown residents*
- *Downtown “ambassadors”*



New York's Upper West Side neighborhood is characterized by a dense mix of residential options, parks, transit, world-class institutions and pedestrian-oriented commercial streets that offer a wide variety of restaurants and shops.



Building a Planning and Policy Framework

“Position Downtown St. Louis as a national or global leader in greening and sustainability.”

— Forum Participant

While a vision must be inspirational, it must also be achievable. Planning and policy issues did not dominate the public engagement discussions; however, the need for these two vital components became a mantra throughout the workgroup deliberations. Workgroup participants agreed that Downtown must be equipped to prioritize investments to have the ability to act deliberately and measure progress. The following goals and strategies were developed to help the realization of the Downtown **Next** Vision.

Goal 1: A Downtown Poised for Future Opportunities

Urban areas across the nation are experiencing a renaissance. Recognizing the economic and environmental benefits of investing in the urban core, local, state and federal officials are reinforcing this

The Northside Regeneration proposal could have a substantial impact on Downtown's ability to grow jobs and residential population.





Citygarden, a regional activity center that provides passive and active recreational opportunities for all ages, has become the catalyst for implementation of the Gateway Mall Plan.

trend by enacting policies and programs that reward walkable, dense and connected communities. St. Louis must act now to ensure it is positioned favorably to take advantage of these emerging incentives for smart growth. Downtown is the front door to the entire region. In addition to being the region's job center and having a growing residential population, Downtown is the hospitality center for 10 million annual visitors. The following strategies will prepare Downtown to seize opportunities as they materialize.

Family-friendly and bike-friendly streets in Vancouver.



Vibrant retail street in Charlottesville, VA.

Objective: A Vision with measurable outcomes

Strategy: Track Downtown **Next's** implementation.

- *Appoint a joint City/Partnership Taskforce that reviews and reports on progress*

Strategy: Pursue federal grants and programs.

- *Clearly articulate priorities, monitor grant programs and ensure Downtown is plugged into emerging funding opportunities*

Objective: Clearly defined development goals

Strategy: Provide guidelines for future development.

- *Develop process for achieving consensus on flexible design/development guidelines (Downtown **Next**: Phase II)*

Strategy: Create a Downtown Zoning overlay.

- *Include suggestions for desirable and appropriate uses, quality design and property management*

Strategy: Strengthen Missouri's urban agenda.

- *Reenergize the existing state collaborations promoting the benefits of Downtown*

Potential Implementation Partners:

- *City of St. Louis*
- *Missouri State Legislature*
- *St. Louis Congressional Delegation*

THE PARTNERSHIP *for* DOWNTOWN ST. LOUIS



Vibrant urban neighborhoods rely upon a variety of transportation modes, including bicycle, pedestrian and transit.

Opened in 2008, the Tudor lofts mixed use development in Downtown West features new types of retail.



Street retail not only meets consumer demands, it activates street life.

Goal 2: A heritage to be appreciated for generations

Over the years, Downtown's remarkable building inventory has been preserved and revitalized. Moving forward, elected leaders and economic development organizations need to embrace the value of Downtown's built resources and protect them. The State of Missouri must continue its nationally renowned historic preservation incentives. Additionally, the menu of public incentives to attract additional uses for our historic building inventory must be updated to meet the current economic standards.

Objective: Preserved assets

Strategy: Develop design standards and a review process within the Zoning Overlay that enhance Downtown's unique and diverse character.

- *Establish flexible standards that encourage quality design*
- *Explore the use of new zoning practices*

Strategy: Protect and preserve the historic and business recruitment tax programs.

- *Support Historic, Brownfield and Affordable*

Housing tax credit programs and encourage the use of available and emerging tools for housing

- *Maintain the “Rebuilding Communities” incentives to attract small businesses*

Potential Implementation Partners:

- *City of St. Louis*
- *Missouri Congressional Delegation*
- *Missouri State Legislature*
- *Property Owners*

Goal 3: A Sustainable Downtown

Objective: A leader in sustainable practices

Downtown has a strong sustainable foundation: it offers an employment concentration and land use density unattainable elsewhere in the region. Its central location and walkability make Downtown attractive to many businesses and institutions, and accessible by all transportation modes. ICLEI Local Governments for Sustainability (a membership organization of more than 500 US local governments committed to climate protection and sustainability) defines sustainability as “the planning and action to create long-term environmental, social, and economic vitality in communities.” Downtown must be a regional

Transit-oriented development offers sustainable alternative transportation options, promotes walking and bicycling, and encourages mixed uses.



leader in sustainable practices that promote deliberate growth. The following steps are essential to taking advantage of Downtown's sustainable framework:

Strategy: Participate in ICLEI Star Community index (to be launched soon) and uphold the City's Commitment to U.S. Mayors' Kyoto Agreement.

- *Implement the Streetscape and Gateway Mall plans and complete and implement Bike Master Plan*
- *Review policies and planning efforts through a sustainability focus*

Strategy: Implement best practices from other downtowns across the country and from recent local initiatives such as RCGA's Climate Prosperity and FOCUS St. Louis' local government toolkit.

- *Adopt the relevant portions of these programs in Downtown*

Adaptive reuse of historic (or underutilized) buildings and LEED certification continue to be popular urban sustainable design strategies.



Even surface parking can be designed sustainably by reducing storm water runoff.



Objective: A commitment to sustainable practices

While the metrics for determining a sustainable Downtown have yet to be determined, two outcomes will always be welcome – more jobs and more residents. At the end of the 20th Century, Downtown Now! focused on technology jobs. Today, “green sector” jobs are growing in significance for several reasons: the Federal administration’s support, the opportunity presented for the existing manufacturing sector, the public relations benefits and most importantly, the ultimate environmental benefits. Residents are also an essential ingredient for a sustainable community. Downtown must grow its residential base in order to achieve a critical mass. Please note separate sections on economic development and residential issues address related strategies in greater detail.

Green roofs, rain gardens and rain cisterns contribute to sustainable stormwater management.



Strategy: Build upon creative industries selecting Downtown for their workplace.

Strategy: Create an environment to cultivate “green talent.”

- *Market Downtown’s unique sustainable amenities: MetroLink, dense development, etc.*

Objective: Sustainable Policies

As a leader in sustainable practices, Downtown must subscribe to policies that consider the long-term impacts on the urban core.

Rain gardens are often designed as landscape features or amenities, with a dynamic, sculptural quality that changes with the presence of water.





Portland's streetcar has prompted billions of dollars of redevelopment on parcels adjacent to or nearby its alignment.

Strategy: Target incentives toward quality jobs.

- *Continue to make Downtown a desirable place for jobs*

Strategy: Support programs that replace Downtown's aging infrastructure with green infrastructure.

- *Ensure the Metropolitan Sewer District's incentives for green technology are applied Downtown*

Strategy: Promote sustainable investments.

- *Offer incentives for sustainable development in historic buildings*
- *Market Downtown as an efficient user of energy*
- *Work with parking providers to identify remote, convenient parking options and transit "circulators" to reduce the need to move automobiles within Downtown*

Potential Implementation Partners:

- *City of St. Louis*
- *Downtown businesses*
- *Federal government*
- *FOCUS St. Louis*
- *Metropolitan Sewer District*
- *Metro*
- *RCGA*
- *State of Missouri*

“Indeed, because of their vast and diverse populations, cities need school choice more than other locales. And they should be able to offer the greatest array of educational choices and highest quality education.”

John Norquist

Former Mayor of Milwaukee and President of the Congress for New Urbanism

III. Beyond Downtown

Downtown is not an island. Actions in the region, state and nation impact the ability to advance the Downtown **Next** Vision. The following assessment reflects some of the challenges and opportunities facing Downtown that also face the region:

Challenges:

- Existing Tax Structure/Earnings Tax
- Independence from the County
- Quality of education in the region
- Relatively low level of public funding for transit and transportation in Missouri
- Unchecked competition within the region, combined with a slow growth rate

“Eliminate city-county competition by forming a regional metropolitan government (similar to Louisville).”

— Forum Participant

Opportunities:

- East West Gateway’s Renewing the Region Plan
- Metro’s Long-Range Plan
- St. Louis’ efforts to become a China trade hub
- Mayor Slay’s 10-year campaign to end homelessness
- FOCUS St. Louis’ Sustainability Tool Box
- RCGA’s Climate Prosperity Project
- Great River Greenway’s Bike Master Plan
- CVC’s Wayfinding Plan
- Smart Growth/New Urbanism trends

“City earnings tax is a deterrent for many businesses considering the City of St. Louis; while its need is understood, it is an additional business expense.”

— Forum Participant



“Improve school system.”

— Survey Respondent

Downtown *Next* Priorities

While the Partnership would like to see the implementation of all of the Downtown **Next** strategies, the following list reflects key priorities that emerged from the public involvement and workgroup discussions.

Attracting Jobs: Building a Competitive Business Climate

- Boost jobs by 20 percent to 105,000 employees Downtown
- Create an environment and implement policies that attract small to mid-sized companies
- Compete strategically for large company relocations/expansions

Creating an Inviting Environment

- Reconnect Downtown with the Arch grounds both physically and psychologically
- Transform Gateway Mall- Downtown's Central Park-into the region's activity center and point of pride
- Implement streetscape enhancements to spread the success of Washington Avenue
- Create welcoming entryways, with a focus on highway ramps and Metro stops

Activating Downtown through Effective Programming

- Provide incentives for residents, employees and visitors to explore Downtown through expanded marketing and new programming
- Support the rebirth of the Kiel Opera House to entice more cultural and arts anchors

Making Downtown Accessible and Easy to Get Around

- Strive for walkability by implementing accessible pedestrian and bike amenities and activating the street level
- Develop and promote a Downtown circulator



Growing the Residential Population

- Increase the population from 12,000 to 20,000 people living Downtown by 2020
- Become the most diverse, amenity-rich neighborhood in the region

Bolstering Educational Resources

- Recruit quality early childhood centers, elementary schools and high schools serving Downtown residents and workforce
- Expand the presence of higher education Downtown with an additional college or school from one of the region's universities

Cultivating a Retail Critical Mass

- Establish a retail hub in the core that offers a mix of “mainstream” shopping and regional and local businesses
- Develop a retail strategy that identifies appropriate uses for various districts
- Bolster retail recruitment with additional sales and marketing resources

Emphasizing Downtown's Unique Assets

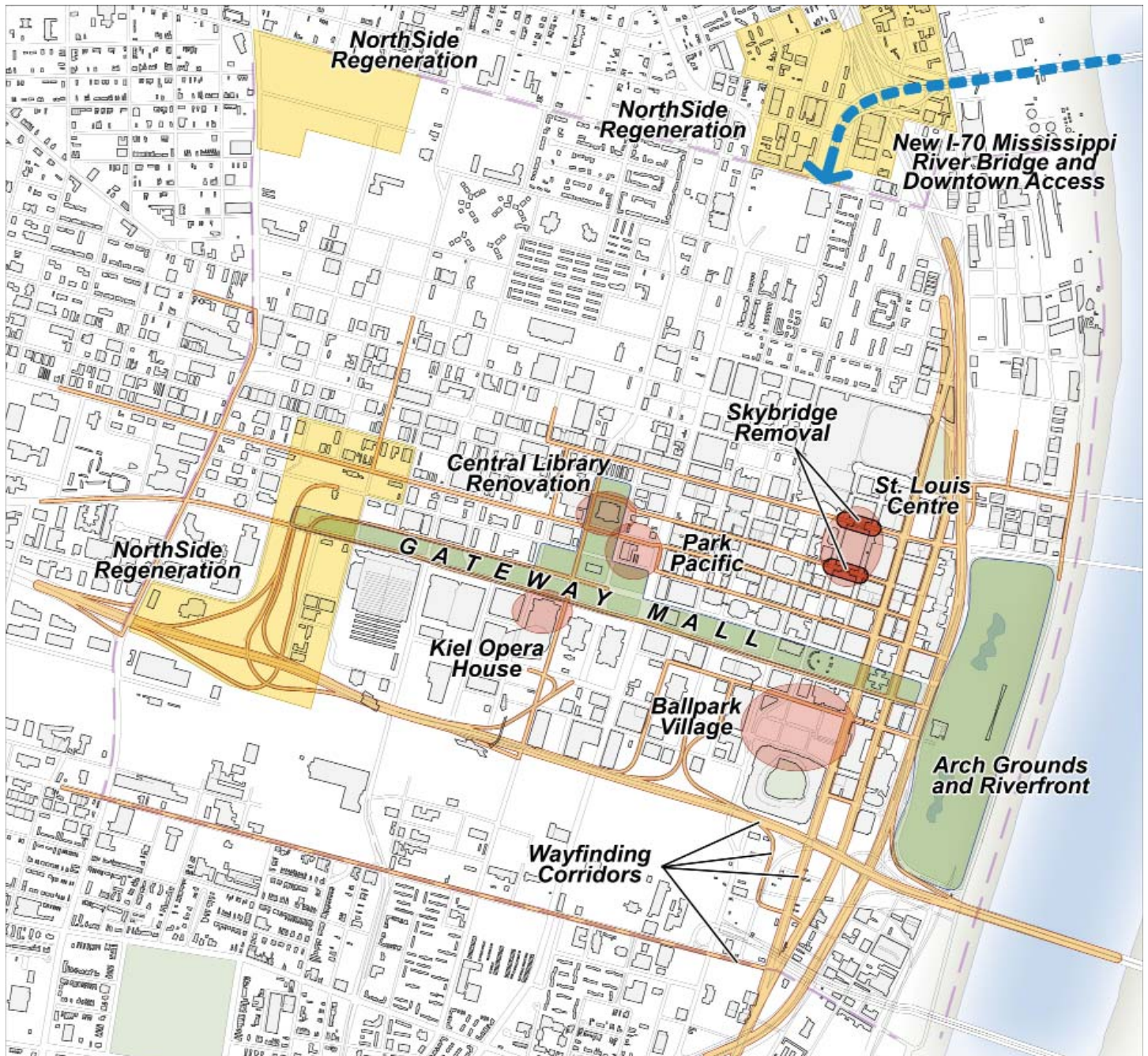
- Engage in an aggressive marketing campaign
- Build identities around Downtown's distinct neighborhoods that celebrate each district's history and cultivate individual communities

Building a Planning and Policy Framework

- Develop a strategic, flexible land use plan to prioritize and focus future development
- Position Downtown as the region's sustainability leader



Downtown St. Louis Immediate Opportunities



IV. On the Horizon

The success of the Downtown **Next** Vision is dependent on teamwork. Based on the engagement process of Downtown **Next**, it is clear that the public will and desire for an updated vision is strong. A coalescence of public and private resources will be necessary to drive Plan results. And while some projects are longer term, and will require a constant and steady push, other projects and priorities are imminent. These immediate opportunities should be recognized for the momentum they can provide for the rest of the Vision. The following list is an indication of the great things that are on the verge of happening Downtown.

Immediate Opportunities:

- Gateway Mall Activation
- Arch Grounds International Design Competition
- Ballpark Village
- Central Library Renovation
- Park Pacific Redevelopment
- Bike Master Plan
- Removal of Washington Avenue and Locust Street sky bridges
- Kiel Opera House
- St. Louis Centre renovation
- Northside Regeneration
- Wayfinding

At this point in Downtown's development, the community could choose to wait until "the market picks up" or it could begin arming itself with the resources necessary to create change on its own. Downtown St. Louis has the opportunity to step up to the next level, but it will take the concerted effort of regional stakeholders.

“There are two kinds of metro areas: those that offer walkable alternatives and those that don’t – and those that don’t will be left behind.”

Chris Leinberger

Metropolitan Land Strategist & Developer

V. Implementation

The Partnership launches Downtown **Next** knowing it will be a challenge worthy of pursuing, in spite of the current economic environment. We must put measures in place to ensure that Downtown Next does not join other plans gathering dust on a bookshelf. Through a joint oversight committee with the City of St. Louis, the Partnership will track the progress of plan implementation to guarantee we stay on course. Using its committee structure, the Partnership will push the Plan's execution.

Together with the City, we will advocate for the realization of Downtown **Next**. We will pursue resources and opportunities that advance the Plan's implementation. Mayor Slay's initial request to the Partnership to update Downtown Now! demonstrates the City's commitment to the realization of this Plan. As the City seeks funds for capital improvements, we will provide the constant drum requesting resources for Downtown **Next** priorities. When the private sector looks to improve the business climate in the region, the Partnership's mantra will be "look to Downtown **Next**."

As the previous section indicates, there are many improvements that are on the cusp of implementation—some will be implemented by the Partnership for Downtown St. Louis while others are being advanced by the private sector or government. Regardless of who is advancing a project within Downtown **Next**, the Partnership will be advocating for its realization.



In the near-term...

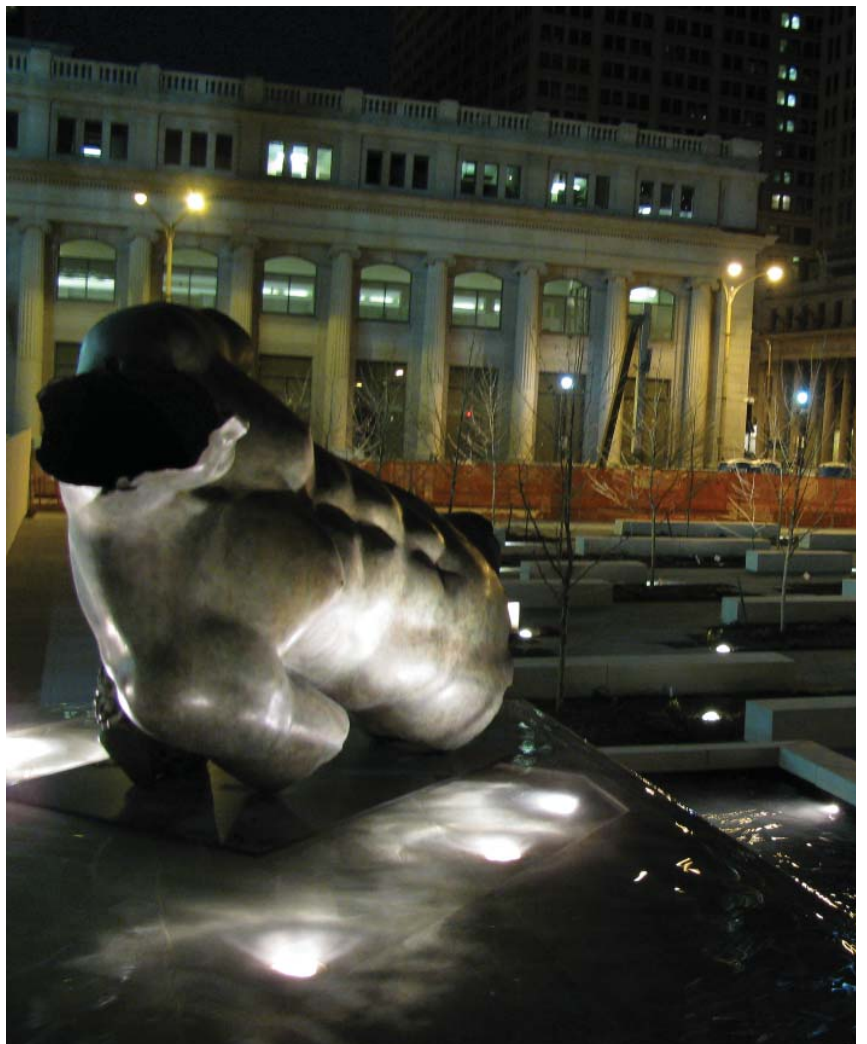
The horizon for Downtown Next is ten years, or 2020. However, in 2014, the City of St. Louis will celebrate its 250th Anniversary. While this is only four years away, this is an ideal near-term milestone by which to measure the initial success of this Plan. By that time, the New Mississippi River Bridge will be complete and the Arch Grounds transformation will be well underway. These will provide major strides toward the vision of Downtown Next, while building the foundation on which we can pursue the remainder of our goals.

We believe in the future of Downtown. Working together we can realize the Downtown Next aspiration of “a vibrant, regional hub offering an authentic Downtown experience for residents, employees and visitors.”





THE PARTNERSHIP *for* DOWNTOWN ST. LOUIS



THE PARTNERSHIP *for* DOWNTOWN ST. LOUIS



Acknowledgements

City of St. Louis

Mayor Francis G. Slay
Board of Aldermen President Lewis Reed
Ald. April Ford Griffin, Ward 5
Ald. Kacie Star-Triplett, Ward 6
Ald. Phyllis Young, Ward 7
Mayor Slay's Office
Jeff Rainford, Chief of Staff
Barb Geisman, Deputy Mayor for Development
Robbyn Wahby, Mayor's Education Policy Advisor
Tim Embree, Former Special Assistant to the Mayor
St. Louis Development Corporation
Rodney Crim, Executive Director
Otis Williams, Deputy Director
Planning & Urban Design Agency
Don Roe, Executive Director
Roman Kordal, Urban Planner
William Bailey, Mapping

The Partnership for Downtown St. Louis

Mark Mantovani, NSI
Chairman, Partnership for Downtown St. Louis
Michael West, Ameren
Chairman, Downtown St. Louis Community Improvement District

Partnership for Downtown St. Louis Staff

Maggie Campbell, President and CEO
Jim Cloar, Immediate Past President and CEO
Jinnett Anderson, Administrative Assistant
Jennifer Burgnone, Executive Assistant to the President
Kevin Farrell, Sr. Director, Economic Development
Ken Gabel, Director, Public Space Management
Patrice Gillespie Smith, Director, Community Relations
Matt Schindler, Economic Development Associate
Lindsey Schmid, Special Project Coordinator
Shuntae Shields Ryan, Director, Marketing and Communications
Mike Sondag, Sr. Director, Finance and Administration

Host Organizations

- Building Owners and Managers Association
- City Affair Saint Louis
- City to River
- Downtown Rotary Club
- Downtown St. Louis Residents
- Focus St. Louis
- HOK Employees
- Metropolis
- North County, Inc.
- Partnership for Downtown St. Louis
- Southern Illinois Leadership Council
- St. Louis AIA
- St. Louis APA
- St. Louis Area Realtors
- St. Louis Bar Association
- St. Louis Development Corporation
- St. Louis ULI
- Saint Louis University
- Sustainable St. Louis
- University of Missouri St. Louis, Business School
- Washington University

Downtown **Next** Taskforce

Clark Davis, HOK, Immediate Past Board Chairman
Chairman, Downtown **Next** Taskforce

Taskforce Members:

- Dr. Donald Suggs, The St. Louis American
- Bill DeWitt, III, The St. Louis Cardinals
- Jim Woodcock, Fleishman Hillard
- Henry Voges, Jones Lang Lasalle
- Amos Harris, Brady Capital

Acknowledgements

Downtown *Next* Workgroups

Gordon Reel, Enterprise Holdings
Mobility Workgroup Lead

Workgroup Members:

- Tom Shrout, CMT
- Jennifer Allen, Trailnet
- Doug Shatto, CBB
- Jessica Mefford Miller, Metro
- Tim Embree, City of St. Louis, Mayor's Office

Lon Friesenborg, Bank of America
Planning and Policy Workgroup Lead

Workgroup Members:

- Bill Kuehling, Polsinelli, Shughart, PC
- Monica Fries, Sustainable St. Louis
- Mark Vogl, HOK
- Rob Wild, Washington University
- Robbyn Wahby, City of St. Louis, Mayor's Office
- Don Roe, City of St. Louis, Planning & Urban Design Agency

Tim McGowan, McGowan Brothers
Inviting Environment Workgroup Lead

Workgroup Members:

- Tom Bradley, Jefferson National Expansion Memorial
- Ann Honious, Jefferson National Expansion Memorial
- Jim Fetterman, HOK
- Otis Williams, St. Louis Development Corporation

Steve Smith, The Lawrence Group
Residential Workgroup Lead

Workgroup Members:

- Craig Heller, Loftworks
- Mike Kociela, Entertainment St. Louis
- Tim McGowan, McGowan Brothers Development
- Judy Korn, Remax
- Penny Webb, HRI
- Earline Bell, Downtown St. Louis Residents Association
- Joe Zanola, Zanola Company

Mark Mantovani, NSI
Economic Development Workgroup Lead

Workgroup Members:

- Zachary Boyers, US Bank CDC
- Rodney Crim, St. Louis Development Corporation
- Clark Davis, HOK
- Bill DeWitt III, The St. Louis Cardinals
- Dennis Flatness, Welsch, Flatness & Lutz, Inc.
- Al.Kent, PricewaterhouseCoopers, LLC
- Mark Mantovani, NSI
- Byron Marshall, St. Louis Union Station
- Jack Reis, EVS Realty Advisors
- Joe Schlafly, Stifel Nicolaus
- Steve Smith, The Lawrence Group
- Michael West, Ameren
- Pat Whitaker, Arcturis
- Douglas Yaeger, The Laclede Group

John Beck, Emmis Communications
Marketing Workgroup Lead

Workgroup Members:

- Gary Broome, St. Louis RCGA
- Matt Ceresia, St. Louis Business Journal
- Ivie Clay, St. Louis Development Corporation
- Chris Grus, Premier Realty Exclusive
- Mike Kennedy, Jr., KAI
- Don Meyer, St. Louis RCGA
- Tom Etling, Gateway Arch/Metro
- Jenny Nixon, Metro/Gateway Arch
- Brian Hall, St. Louis CVC
- Frances Percich, St. Louis Union Station
- Emily Kochan, Laclede's Landing
- Earline Bell, Downtown St. Louis Residents Association

Special Thanks To:

- Mark Vogl, HOK
- Vector Communications
- RCGA
- St. Louis Convention and Visitors Commission

THE PARTNERSHIP FOR DOWNTOWN ST. LOUIS SERVES AS
THE CATALYST FOR CREATING AND PROMOTING A VIBRANT
DOWNTOWN—A NATIONALLY CELEBRATED ASSET THAT
ATTRACTS INVESTMENT AND ECONOMIC ACTIVITY AT THE
HUB OF OUR REGION.

THE PARTNERSHIP ALSO MANAGES THE DOWNTOWN ST.
LOUIS COMMUNITY IMPROVEMENT DISTRICT (THE CID)
THAT PROVIDES ENHANCED SERVICES TO MAKE DOWNTOWN
ST. LOUIS A CLEANER, SAFER AND MORE VIBRANT PLACE.



THE PARTNERSHIP *for*
DOWNTOWN ST. LOUIS

© 2010 PARTNERSHIP *for* DOWNTOWN ST. LOUIS
720 OLIVE STREET, SUITE 450
ST. LOUIS, MO 63101
DOWNTOWNSTL.ORG

SPECIAL THANKS TO:



hok.com